

# **CHRISTIAN SERVICE UNIVERSITY COLLEGE**

## **DEPARTMENT OF BUSINESS STUDIES**

### **ASSESSING EMPLOYEES' MOTIVATION ON PERFORMANCE WITHIN THE GHANA CIVIL SERVICE - A CASE STUDY OF ASHANTI REGIONAL CO-ORDINATING COUNCIL, KUMASI**

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MAY, 2013

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ADMINISTRATION

MAY, 2013

## STUDENTS DECLARATION

We have read the University regulations relating to plagiarism and certify that this dissertation is our own work and we also declare that we have been under the supervision of **Mr. Gabriel Dwomoh**, undertaken the study herein submitted.

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## SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the laid down guidelines of supervision by Christian Service University.

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## **ABSTRACT**

Public perception of and experience with the quality and mode of delivery of outputs/services sourced from public service organizations in Ghana have not often been very positive and satisfactory. Whether one was processing papers to acquire title ship to a piece of land, clearing goods from the ports, registering a business, church marriage or obtaining crucial information from Ministries, Departments and Agencies (MDAs), the efforts have most invariably been fraught with extreme frustration, unnecessary delays and corruption. This research was based on a problem-solving perspective by assessing critically the existence of motivational factors within civil service and how appropriate motivation when put in place could heal this perceived chronic sickness of static performance in civil service.

The research was a survey design using Ashanti Regional Co-ordinating Council (ARCC) as the case study and a quota sampling method was used to select 100 respondents from various grades and classes within ARCC.

The research revealed that majority of staff at ARCC especially; the junior staff do not have opportunity to attend workshop, seminars and conferences to improve on their skills and hence performance. There were limited monetary reward and allowances at ARCC to boost the morale of staff to work effectively and efficiently. Although a quite number of de-motivational elements were prevailing at ARCC but the research found that the only real motivation to the civil servants was the undeniable job security available to them.

The research found it prudent in its recommendation that the Government should provide more logistics like, computers, printers, vehicles to help enhance productivity. There should be an award scheme to motivate staff who excel as done for farmers and other public servants.

While the study have argued that using money and other allowance is feasible in motivating the civil servants, it also recognizes that such method has its drawbacks. But given the focus on market values and other reasons, money will have to be one of the main components of motivation.

## **DEDICATION**

This Project is dedicated to the God Almighty for his divine protection and guidelines throughout our educational endeavours.

We also want to dedicate this work to our families.

## ACKNOWLEDGEMENT

We first of all thank God Almighty for His grace and mercy towards us. Without His help, we would not have reached this far.

Lots of thanks go to our supervisor, **Mr. Gabriel Dwomoh** who took time out of his tight schedule to read through the project work and offered useful suggestions throughout the process which helped us to complete on time.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 BACKGROUND**

The Civil Service, an integral part of the executive branch of government, is a major component of the public services of Ghana, which comes under the supervision of the Public Services Commission. Ghana's civil service is organized along British lines and constitutes one of the most enduring legacies of British colonial rule. The 1992 constitution provides that the president, acting in accordance with the advice of the Public Services Commission, appoint a public officer to head the civil service.

The civil service is Ghana's single largest employer, with a large and strong union. It recruits graduates from universities and other educational institutions through a comprehensive recruitment system. Staffing of the civil and the public services with competent personnel is the principal function of the Public Services Commission, which serves as the government's central personnel agency.

The Office of the Head of Civil Service includes a large team of administrators, executive management analysts, and other technical experts. These officials supervise a hierarchy of graded personnel working in such areas as health, agriculture, transportation and communications, and local government. Working in co-operation with them are other state bodies such as the Chieftaincy Secretariat, Audit Service, Public Services Commission, and the Ghana Cocoa Board. The civil service had gone through many reformations and structural adjustments all in an attempt to salvage an erstwhile best institution in the world from collapsing.

The Local Government Service (LGS) is the newest public service organization comprising the Secretariat, Regional Coordinating Councils (RCCs), and the Metropolitan, Municipal and District Assemblies (MMDAs) and their sub structures. The aim of the Service is to secure the effective administration and management of local government in Ghana through its core mandate of instituting performance-based management systems, promoting organizational effectiveness and development of human resource competencies to enable MMDAs improve service delivery standards. It is also to establish systems for inter-sectorial collaboration to harmonize local government programmes. The Local Government Service Secretariat is the lead institution in the on-going process to operationalizing L.I 1961 (Act 2003) transferring all decentralized departments and their functions to the districts not excluding their staff and budget, all in a bid to bring governance and day to day public administration closer to the people and encourage commitment and participation from the local people.

It is rather unfortunate that the very people who make these policies and programmes are crippled with various challenges and again they lack motivations.

According to wikipedia ([www.wikipedia.org](http://www.wikipedia.org)), civil reform should be a deliberate action to improve the efficiency, effectiveness, professionalism, and democratic character, with a view to promoting better delivery of public goods and services, with increased accountability. Such actions can include data gathering and analysis, organizational restructuring, improving human resource management and training, enhancing pay and benefits while assuring sustainability under overall fiscal constraints, and strengthening measures for public participation, transparency, and combating corruption.

This research will present perspectives on certain assumptions which are as old as the history of Ghana civil service and had always characterized the attitudes and performance of civil servants. It's all about apathy, red tapeism and non-performance. The civil services in an attempt to justify this complaint of disparities in salary structure which in itself serve as deterrent and a de-motivator to civil servants in general. Apart from this, motivational packages are difficult to find among civil servants. Lack of motivation from the top officials or people at the helm of affairs to the civil servants has contributed in no small magnitude to the man plague of civil servants exhibited through such inimical attitude and aptitude at work place. Sometimes these officials and even the general public hold the view that civil servants would have to deliver before the motivation becomes reality. The philosophy behind this notion is that as productivity increases, it automatically leads to greater outputs and this will attract much better motivations in various forms including upward adjustment of salaries.

#### **1.1. STATEMENT OF THE RESEARCH PROBLEM**

Public sector reform programmes implemented across Africa, including the World Bank's "first" and "second" generation reforms, are based on the assumption that all public organizations are inefficient.

The importance of a well-functioning public sector in Africa's development process is indisputable. The challenge however is finding ways to create effective public sector organizations capable of facilitating national development. In Ghana, there had been a protracting argument between the government and the public on one side and the public servants on the other side on the issue of performance and motivation. Whilst the former

wish to see improvement in the service delivery from the latter, they also hold a different view. Public servants are always agitating for all sources of motivation to give their best. This study will attempt to unlock the key to motivate employees of Local Government Service in the public services and the effects it will have on their performance.

## 1.2. **RESEARCH QUESTIONS**

1. What are the motivational incentives available to employees at ARCC?
2. What are the motivational packages available to both genders at ARCC?
3. Is there differences in motivation for senior and junior staff at the ARCC?
4. What are the main factors that serve as de-motivators to civil servants in performing their daily duties effectively and efficiently?

## 1.3 **OBJECTIVES**

The project aims at assessing how right motivation as a human resource management tool can bring about change of non-performance among public servants to a higher performance in the future to move Ghana forward.

These specific objectives, deduced from the above will be the general objective used to examine the relationship between motivation and optimum productivity in the civil service. These include;

1. To ascertain the kind of motivational incentives available to employees at ARCC.
2. To find whether there is difference between men and women on nature of motivational incentives.
3. To find out differences in motivation between the senior and junior staff of ARCC.
4. To find out from the staff what constitutes de-motivation in their field of work.

#### 1.4 **SIGNIFICANCE OF THE STUDY**

This study will be useful in so many ways, but here are a few outstanding benefits. With the discovery of what best constitute motivation for public servants, it will be easy for the government to apply it appropriately and get the best out of employees of the state.

The business community will also learn from the study on how best to motivate based on internal research and not on assumptions of what the manager think the employees want.

The findings will further contribute immensely to the knowledge in the business world, especially to the body of literature on civil service or management in Ghana.

Recommendations and suggestions made would supplement efforts made to eradicate the salary disparities that exist in the occupation of high decision-making positions in the country, particularly in Local Government & Civil Services.

The study would serve as a guide or directive to future researchers who are bent on doing the same study in the country. Finally, this study unearths models of motivation, especially in the Local Government & Civil Services.

#### 1.5 **SCOPE OF THE STUDY**

Motivation is infinite and any attempt to motivate workers or people to get the best out of them could be disastrous when the right and appropriate tools are not in place. There is no single way or theory which could be used as a universal model to motivate employees which will necessarily lead to high performance. The study will however restrict itself to acquire knowledge on the right channel of motivating employees of the civil service and how these motivational factors could affect attitudinal change towards work in the service

to increase productivity. This will be done by making enquiry into the working schedules and the availability of right materials and equipment to perform such schedules as well as other issues that affect the day to day work of a civil servant that tied them down from achieving optimum performance.

## 1.6 **LIMITATIONS**

There was scarcity of literature on motivation in civil service compared to other fields of study. It very difficult to compile the necessary literature related to the topic because much has not been done on it especially using the Ashanti Regional Co-ordinating Council in Ghana as case study. There was also no readily available sample for constructing the research instruments, hence the instruments used in the collection of data were designed by the researchers and could contain some mistakes. However, it is unlikely that any defect from the instrument would have negative impact on the results of the study. A lot of time will be used to collect the data from the respondents as most of them will feel reluctant to fill out the questionnaires saying its waste of time doing so for several reasons. The amount of money needed for this project is solely financed by the researchers who are students and therefore could not afford a large sample size.

## 1.7 **OPERATIONAL DEFINITION OF TERMS AND CONCEPTS**

**Civil Servant:** someone who is employed in a civil capacity and whose remuneration is wholly paid out of monies provided by Parliament or from the consolidated fund.

**Red Tapeism:** pilling up or postponing of work.

**Motivation:** internal and external factors that stimulates desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal.

**Performance:** output of staff per working hours/ or the result of activities of an organization over a given period of time.

**Apathy:** showing of indifferent attitude towards work/or lack of interest, enthusiasm or concern in performing one's duty.

**Local Government Service:** consist of the Secretariat, all Regional Co-ordinating Councils, all Metropolitan, Municipal and District Assemblies and their sub departments.

Motivational factors: mechanisms, tools and other logistics to work with.

## 1.8 ORGANISATION OF THE STUDY

The organization of the study was done in five (5) chapters.

1. **Chapter 1**, contains the background to the study, statement of the problem, purpose of the study, significance of the study, research questions and so on.
2. **Chapter 2**, presents the literature review; this is where other studies carried into the subject area was critically reviewed. (Published and unpublished materials, books, journals and newspapers, etc.).
3. **Chapter 3**, basically describes the processes, sources and methods of data collection.
4. **Chapter 4**, focus on data analysis, findings and discussion
5. **Chapter 5**, also contains the summary of research findings, conclusion and recommendations of the analyzed data.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.0 HISTORY OF GHANA CIVIL SERVICE RESTRUCTURING AND PERFORMANCE IMPROVEMENT PROGRAMMES

The study thought it expedient to introduce the structure and brief history of the Ghana public service to enlighten its readers to appreciate the system on which the study was done. Even though public administration systems in different countries have historically been different, it stands to say that public sector institutions are the main media through which governments transact the business of state management. At the heart of public sector institutions is the civil service, which in most countries, is the central administrative machinery of government, charged with the overall responsibility for policy initiation and formulation, project and programme implementation through various departments and agencies, and the coordination of these programmes and projects, including parastatals and semi-autonomous institutions.

In Ghana, however, the almost unitary Civil Service inherited at Independence in 1957, has been sub-divided into semi-autonomous administrative institutions, with the result that the Civil Service of today refers to the core ministries, departments and agencies and local government service which includes the Regional Co-ordinating Council and the District Assemblies. The 1992 Fourth Republican Constitution lists the Public Services of Ghana to include thirteen others in addition to the Civil Service with room for more. (1992 Republic Constitution of Ghana Chapter 14, 190). These are; the Civil Service, the Judicial Service, the Audit Service, the Education Service, the Prisons Service,

the Parliamentary Service, the Health Service, the Statistical Service, the National Fire Service, the Ghana Customs, Excise and Preventive Service, the Internal Revenue Service, the Police Service, the Immigration and Legal Services, Public Corporations other than those set up as commercial ventures; and other public services as Parliament may by law prescribe.

Many countries in Africa have over the past two decades engaged in reforming their Public Administration Systems (PAS). As measures for administrative reengineering, these policies have aimed, at improving the performance of the public sector, especially the civil service, as a means to accelerate overall national development. Efforts have been directed at downsizing, efficient financial management, customer satisfaction and effective governance. Ghana has made attempts in the past to reform its public sector culminating in a more focused attempt to improve the capacity of the core Civil Service.

There are parallel reforms in some of the other services as well as public sector wide reform, known as the National Institutional Renewal Programme (NIRP).

The Civil Service Performance Improvement Programme (CSPIP) is a component of the much wider National Institutional Renewal Programme (NIRP) targeted at the Public Service. The NIRP is an umbrella programme and it aims at creating a new vision for the Ghanaian Public Service by crafting a Service which is: Proactive, efficient, effective and innovative. Citizen and Client-focused, market sensitive and committed to national goals and aspirations. Capable of partnering with civil society and also serve as a rallying point for good governance. Capable of creating, empowering, and facilitating an enabling

environment for private sector development. However, in practice the CSPIP has been instituted and managed separately under the oversight of the Head of the Civil Service.

The Ghanaian Civil Service has had a chequered history. From a high pedestal of being described as one of the finest and brightest in the Commonwealth, the Service had, by the early 1980s, degenerated into a reactive, corrupt and visionless one. (OHCS Internal Documents). A catalogue of reasons explains the above state of affairs. These include: political instability; bad governance; economic decline and the politicization of the Civil Service. To begin with, there has been the scarcity of financial, material and equipment resources. Human resource capacity was another issue. There are skills shortages in key areas such as policy analysis, financial management and procurement, whereas parts of the Service were over-bloated in terms of disguised unemployment. Low morale and motivation, coupled with a decline in discipline and work ethic resulted in low productivity and low performance. There was also the lack of customer orientation. The cumulative effect of the deficiencies enumerated above was a Civil Service which by the mid-1980s had a poor corporate image among the Ghanaian population.

In an attempt to reform the Civil Service to make it an efficient and effective instrument in carrying out its expected mandate, a Civil Service Reform Programme (CSRP), 1987-93 was launched by the Provisional National Defence Council (PNDC) Government. The CSRP was undertaken as a component of a system-wide World Bank – led economic and administrative reforms in Ghana (Structural Adjustment Programme – SAP).

## **2.1 PAY REFORMS AND PERFORMANCE IN GHANA CIVIL SERVICE**

This section presents a discussion on the politics of pay reform in Ghana and in fact you cannot talk about motivation in public sector without a touch on the salary structure which has been the fulcrum of all attempts by governments to get the public sector up and doing. This segment explains the two divergent paths taken by the Ghanaian government in its efforts to implement pay reform. We try to explain the up-and-down trend in pay reform in Ghana. And the answer to the question seems to lie on the politics and political realities of the country. Indeed, the Ghanaian pay reform is a clear case of the role of vested interest groups in influencing the pace and extent of pay reform. Equally at play here, just like in some other case studies, is the essence of the ‘politician’s dilemma’ in which politicians are placed in between the intricacies of electoral needs vis-à-vis other policy preferences. The major trade off is between technical considerations for effective performance vis-à-vis partisan loyalty. In most cases, ‘exigencies of electoral needs often overwhelm other commitments’. The government of the day has had to be susceptible to the interests and preferences of powerful interest groups for the convenience of staying in power.

## **2.2 PAY TRENDS AND STRUCTURE**

Ghana’s public service, like those of most third world countries, experienced a steady and steep decline in real salary levels in the 1980s. This trend continued mostly in the 1990s. Furthermore, in terms of basic salary, it affected all salary groups (top, middle and bottom). During this period of decline of real salary levels, the nominal (basic salary based) compression ratio also declined. The erosion of real salaries in the 1980s and early 1990s was, however, considerably mitigated by ad hoc introduction of allowances and in-

kind benefits, especially for senior staff (such as private use of government and project vehicles). The severity of the resulting distortion of pay structure was given prominence by the 1994 Gyampoh Salaries Review Commission.

By then, there were about 65 such allowances that were considered to be just nontransparent means of compensation, and they were on average, estimated to constitute 45 percent of the net pay of the civil servants. Therefore, the trend in worsening compression ratio in the early 1990s, which is based on money value of the salaries, is exaggerated. Ghana's public service compensation remains distorted by allowances and in-kind benefits.

### **2.3 REFORM PROSPECTS FROM 2001 ONWARDS**

The new government took over power in January 2001 (following electoral victory in the December 2000 elections). By this time, the gains of the pre-1992 reform (stable economy and disciplined adherence to planned reform targets) had literally been eroded. The government was therefore aware that its top priority had to undergo restoration of fiscal stability to jump-start the stalled economy so as to raise growth rates (Aryee, 2001).

The new government intends also to continue to strengthen the institutions responsible for implementation of the pay reform. High on the agenda are: (i) the Public Services Commission (PSC) whose mandate was revised in 2000; it will provide human and administrative services through its two divisions – Human Resources Division and Management Services Division; (ii) a joint committee composed of the Economic Management Team (EMT) and the Minister of Manpower Development which will provide guidance to the PSC; (iii) Ministry of Manpower Development and Employment

which supplies government negotiator with unions and associations having collective bargaining agreements (CBAs) or without CBAs; and (iv) the Ministry of Finance which supplies essential information to the government negotiator regarding the unions.

Finally, the new government intends to increase dialogue with all reform stakeholders. As we have already indicated, initial implementation of the pay reform was undertaken without adequate communication with the stakeholders to enable them to understand what to expect. There was no open and honest discussion and agreement between the government as employer and stakeholder groups (e.g. unions) which remained unaware of the budgetary constraints the government was facing. The end of it all was the birth of fair wages and salary commission by government to bring sanity and fairness into the salary and pay structure of public service.

## 2.4 **DEFINITION AND THEORIES OF MOTIVATION**

Motivation can be defined as the force or process which impels people to behave in the way they do; Newcomb (1950) said that an organism is motivated: "when - and only when - it is characterized both by a state of drive and by a direction of behaviour towards some goal which is selected in preference to all other possible goals. Motive, then is a concept which joins together, drive and goal".

This implies that providing the drive for staff to achieve goals that have been set is a vital and important part of the managerial role. Although it is apparent that to become or be motivated does not always rely on drive and goals - it can often arise through voluntary action as well. McDougall (1908) made this extension of the concept of motivation to

'voluntary behaviour' explicit by suggesting that instincts were the 'prime movers' of all human activity. McDougall disagrees with the drive theorists arguing that the instincts of staff in the workplace provide a major source of motivation.

At a simple level, it seems obvious that people do things, such as go to work, in order to get stuff they want and to avoid stuff they don't want. Why exactly they want what they do and don't want what they don't is still a mystery. It's a black box and it hasn't been fully penetrated. In other words, you have certain needs or wants and this causes you to do certain things (behavior), which satisfy those needs (satisfaction), and this can then change which needs/wants are primary (either intensifying certain ones, or allowing you to move on to other ones).

A variation on this model, particularly appropriate from an experimenter's or manager's point of view, would be to place "reward" between "behavior" and "satisfaction". So that subjects (or employees), who have certain needs do certain things (behavior), which then get them rewards set up by the experimenter or manager (such as raises or bonuses), which satisfy the needs, and so on. Many theories posit a hierarchy of needs, in which the needs at the bottom are the most urgent and need to be satisfied before attention can be paid to the others.

According to Maslow, lower needs take priority. They must be fulfilled before the others are activated. This means we can expect better performance from civil servants after their basic needs are met. There is some basic common sense here” *it's pointless to worry about whether a given color looks good on you when you are dying of starvation, or being threatened with your life*”. There are some basic things that take precedence over

all else or at least logically should, if people were rational. But the theory has come under serious criticisms especially from the cultural perspective across nations, according to the theory, “if you are hungry and have inadequate shelter, you won't go to church”. This means that one cannot do the higher things until you have the lower things. But it is clear across all cultures that, the poor tend to be more religious than the rich. So the theory makes the wrong prediction here.

Alderfer also classifies needs into three categories, also ordered hierarchically:

- growth needs (development of competence and realization of potential)
- relatedness needs (satisfactory relations with others)
- existence needs (physical well-being)

This is very similar to Maslow: it can be seen as just collapsing into three tiers, but may be a bit more rational. For example, in Alderfer's model, sex does not need to be in the bottom category as it is in Maslow's model, since it is not crucial to (the individual's) existence. (Remember, this about individual motivation, not species' survival.) So by moving sex, this theory does not predict that people have to have sex before they can think about going to school, like Maslow's theory does. (Alderfer, C. 1972).

Motivation is not something, which can be learned or handed over. It is something which comes from within an individual and expresses itself in what might be termed “commitment” to something or another. This “something or another” can be anything, and may or may not be related to the work situation and the task on hand. Also it may have negative rather than positive connotations and can be disruptive. What is vital for management is that the commitment is to the task, or that it can be brought to the task by

some type of incentive or reward. Only that way can the organisation hope to achieve its goals. Furthermore, motivation is a complex subject and what motivates one worker may have absolutely no effect on another.

Motivation at work can take place in two ways. First, people can motivate themselves by seeking, finding and carrying out work (or being given work) that satisfies their needs or at least leads them to expect that their goals will be achieved. Secondly, people can be motivated by management through such methods as pay, promotion, praise, etc

Hebb (1949) also disagrees with the assumptions that directed and persistent behaviour is always preceded by 'extra neural bodily irritants'. Hebb claims that 'the term motivation then refers to: (1) To the existence of an organizational phase sequence, (2) to its direction or content, and (3) to its persistence in a given direction or stability of content.

There are obviously many schools of thought on motivation, the study concentrated on pay/salaries, recognition among others as factors of motivation and it's performance.

The issue of employees' performance in pursuit of organizational objectives has occupied management attention for long. Differences in levels of performance have been attributed to differences in skills and abilities on the one hand, and to different theories of money on the other. There are several implications of the theories of motivation for management: Employee motivation is influenced by absolute as well as relative rewards. Inequity in the administration of compensation (due to unfair performance measurement) may affect the objectives of the company, as employees will learn to "play the game" in order to receive increased reward at the expense of contribution. And unless the total compensation

package is perceived as internally equitable and externally competitive, good employees are likely to leave (Schuler, 1998).

The most difficult job that faces a supervisor is learning how to effectively motivate and keep his/her employees motivated. The average person when asked how to motivate someone will tell you what motivates him or her. Unfortunately, everyone is different and what motivates one employee may only make another employee angry. The method we use to motivate each employee must be tailored to suit him or her. We must offer them something that value as an incentive to work towards a goal. One size does not fit all when it comes to motivation.

Government employees too are not immune towards this need to be motivated. They want to be recognized to ascertain their value for existence. Motivation, or rather the lack of it, is not a problem peculiar to the public sector. However, as government employees are highly visible, our motivational problems are often in the spotlight.

## **2.5 CONCEPT OF SALARY AS A MOTIVATIONAL FACTOR**

### **2.5.1 Performance Related Pay/Salary**

Linking pay to performance is something employers increasingly seek to achieve. Jobs with performance related pay (PRP) attract workers of higher ability and induce workers to provide greater effort (Booth and Frank (1999).

Much of the academic and policy literature on PRP focuses on its role as an incentive system (Marsden, 2004).

In the public policy domain, it has been common debate to associate the introduction of PRP with the aim of improving incentives and motivation among public employees (Brown and Heywood, 2002). In Africa, Ghana in particular, employees have for a long time been awarded financially on the basis of their entry qualifications and the perceived value of their job analysis and evaluation. But this not always necessitated smooth public administration on the contrary it has warranted the formation of many work group association based on the kind of work or service they offer the state. For example, Fosh (1990), in her studies on attitudes to income inequalities in East Africa, found that differences in paper qualifications were the most cited reason for pay differentials. In addition, the design and operation of payment systems have been based upon custom and practice, as well as collective bargaining and characteristics of the labour market.

In many developed economies there has been a resurgence of interest in Performance Related Pay (PRP) concept, encouraged by governments (Perry, Engbers and Jun, 2009; Booth and Frank, 1999). This is consistent with the new view of organizations as a network of contracts linking incentives to performance (Dun-Icavy and Hood, 1994).

As Milkovich and Newman (1996) observe, compensation is viewed from different perspectives by society, employees and managers. Society considers compensation as a measure of equity or justice, hence the slogan, 'equal work for equal pay'. This reflects the public outcry against discrimination of any kind in the distribution of rewards. Employees consider compensation as a return for services rendered. They see it as a reflection of their personal worth in terms of skills and abilities, as well as the education and training they have acquired.

Managers, however, view compensation from two perspectives: as a major expense and as a possible influence on employee attitudes and behaviours through compensation-based motivational strategies. This potential to influence employees' work attitudes and behaviour, and, subsequently, the productivity and effectiveness of the organisation, is another reason why many people believe that pay decisions can become a source of competitive advantage (Milkovich, 1998; 16).

Total compensation may be divided into two major groups: intrinsic rewards and extrinsic rewards. Indirect rewards comprise protection programmes, pay for time not worked, like leave, absence due to illness, and employee services and perquisites. Direct rewards comprise the basic wage, including cost of living adjustments and performance-based pay. This study view paying for performance is the process of providing a financial reward to an individual, which is linked directly to individual, group and organisational performance. Something hardly seen in public Ghana public sector.

Managers and other professionals around the world have expressed concern over the impact of fixed incremental systems on organisational goals. This is especially so where increments are awarded to employees as a matter of prerogative and unrelated to the assessment of performance. In many instances, employees are granted automatic promotion, with its financial implications, as it goes more with time bar or years of service. Incremental true-based systems might be of some value in encouraging a high degree of commitment, which may result in a high level of employee retention. But they are of little value in the current competitive business environment, which requires the use of appropriate performance-based strategies to achieve competitive advantage

Armstrong, 2005). Motivating employees to greater performance and productivity is considered one way to achieve such advantages. Incremental systems are explicitly associated with many people with unmotivated performance. The drive against incremental systems has taken place because management does not see why they should pay people more for being there (Armstrong, 2005; 100). Lupton and Bowey (1996) argue that compensation structure based on prerogative rewards may result in complacency and unproductive sense of security on the part of employees.

There have been numerous research studies on PRP in the human resource management literature, but very little research on the subject has included samples from non-Western societies (Baruch, Wheeler and Zhao, 2004). It is against this backdrop that this study seeks to focus on public sector of Ghana.

## 2.6 **CONCEPT OF MOTIVATION AND PERFORMANCE PAY**

Motivating employees can be a manager's biggest challenge. Employee motivation is a key to the overall effectiveness of an organisation. Jones and George (2007) define motivation as psychological forces that determine the direction of a person's behaviour in an organisation, a person's level of effort and a person's level of persistence. The authors consider direction of behaviour, efforts and persistence as key components towards motivation. The behaviour that a person chooses is direction of behaviour. Effort measures how hard an employee works. Persistence occurs when an employee continues in the face of difficulties, instead of giving up.

The various theories of motivation altogether provide a firm theoretical basis for the study of the use of extrinsic rewards for motivating employees to higher levels of performance for the attainment of corporate goals (Schuler, 1998). As Perry, Engbers and Jun (2009) posit, support for PBP is theoretically grounded in expectancy theory (Pearce and Perry 1983) and reinforcement theory (Perry, Mesch, and Paarlberg, 2006). Expectancy theory is predicated on a belief that individuals will exert effort if they expect it will result in an outcome that they value (Van Eerde and Thierry, 1996). In the case of PBP, employees will work harder if they value monetary rewards and believe that those awards will result from their increased efforts. Reinforcement theory posits a direct relationship between a desired target behaviour (e.g., performance) and its consequences (e.g., pay). It suggests that pay can be used to create consequences for desired behaviours, such as high performance that will reinforce the behaviours (Perry, Mesch, and Paarlberg 2006).

The discussion below highlights the importance of PBP for motivation of staff on the job. It is the kind of compensation that had proven to be relevant in a study of the link between motivation and performance. It is the role of pay in motivating employees on the job that is the sub-focus of this study, and the impact of money on decisions to take up or to leave employment will be considered from the field data. Since this study focus on assessing the motivation and performance, it is appropriate to highlight on this concept.

### 2. 6.1 **Performance-Based Pay**

Performance-based pay (PBP) is a compensation scheme that links employee performance with pay. It can be defined as a system of remuneration in which an

individual's increase in salary is solely or mainly dependent on his/her appraisal or merit rating (Swabe, 1989). Armstrong (2005) defines it more comprehensively as the process of providing a financial reward to an individual which is linked directly to individual, group or organisational performance. But Schuler (1998) maintains that PBP is not limited to financial rewards, and that non-financial rewards, such as recognition, can also constitute pay for performance. The basic reasons for PBP are performance enhancement for competitive advantage and equity (Milkovich and Newman, 1996). In this regard, Beardwell and Holden (1995) identify several specific reasons for which managers may introduce PBP. These include: help in recruitment and selection; facilitate change in organizational culture; weaken trade union power; increased role of the line manager; greater financial control and value for money; ability to reward and recognize performance; and encouragement to flexibility.

PBP can be divided into two main categories: merit pay and incentive pay. Schuler submits that merit pay relates compensation to management's assessment of the individual employee's performance; the increment earned (PBP) and the total becomes the employee's new basic pay. Incentive pay, on the other hand, relates compensation more to performance criteria, such as return on investment, volume of goods produced or sold, earning or share. While essentially one type of merit pay exists, there are a wide variety of incentive pay plans.

Beardwell and Holden (1995) have broadly categorised incentive pay systems into three: individual bonus schemes; collective bonus schemes; and collective bonus schemes based on profit generated. The focus in this study is on merit pay, the effect of which is reviewed next.

## 2. 6.2 Effects of Merit Pay

One of the first reviews of the effects of merit pay reforms was Perry's (1986) assessment of contingent pay for public managers. The scope of his review was limited to research on individual contingent pay systems that added performance increments to base pay. In his review, Perry could not identify any study that found positive effects. Although the evidence was limited, he concluded that merit pay in the public sector was plagued by invalid contracts, information asymmetries where the supervisor lacked accurate information about subordinate performance, and diminished capacity to coordinate interdependence (Perry et al., 2009).

As in the U.S, a National Research Council (NRC) panel reviewed both public and private sector research on pay for performance (Milkovich and Wigdor 1991). The panel's summary of findings concluded that "empirical research indicates that individual incentive plans can motivate employees and improve individual performance" (Milkovich and Wigdor, 1991; 153). The panel qualified this conclusion, however, by observing that individual incentive schemes are most likely to succeed for simple, structured jobs and in contexts in which trust is high and fair performance goals can be set. The implied connection between the panel's general conclusions and the organisational setting is that conditions for success may be difficult to realize in certain organisations. Ingraham's (1991), and Kellough and Lu's (1993) work adds to the review of pay-for-performance research.

Ingraham assessed pay for performance using secondary sources on federal programmes. Her primary focus was on the diffusion of PBP as a policy innovation and the reasons

behind it. However, Ingraham also examined prospects for the success of pay for performance in governmental organisations. And she concluded that institutional conditions, such as laws and economic constraints, were not conducive to success in the public sector. Ingraham's conclusion about likely success of PBP is pessimistic, but her inference is qualified by circumstances (e.g., laws, procedures, funding) and not based on fundamental flaws in the approach (Perry et al., 2009).

Perry, Mesch, and Paarlberg (2006) undertook a review of pay-for-performance research which was part of a study on motivation in the public sector. The study concluded that individual financial incentives are ineffective in traditional public sector settings and joined prior reviews of pay-for-performance systems in concluding that the effectiveness of financial incentives is dependent on organisational conditions. Campbell and Campbell (1998) discuss merit pay, and highlight three areas of importance: as a tool for achieving competitive advantage; as a reflection of the norm of distributive justice and as a practice in line with employee motivational theories (such as expectancy theory). The authors lament that in spite of the logical appeal of merit pay, it often results in outcomes precisely the opposite of the desired ones. In their paper they examine the problems associated with merit pay as well as important attribution errors that attenuate the effectiveness of merit pay and finally propose a group-based alternative.

The five common problems they identify in connection with PBP relate to: measurement difficulties; feedback and acceptance (of assessment results by staff); limited desirability of merit reward; system noise (factors which obscure the effort-reward linkage), such as long time lapse between performance and reward, and conflicting use of financial and

non-financial rewards. Finally, it addresses the issue of intended consequences, notably task in flexibility and reduction of intrinsic motivation. After examining the traditional solutions usually advanced for these problems, the authors conclude that they are inadequate and leave a basic problem unresolved, namely the problem of attribution.

## **2.7 EMPLOYEE PERCEPTION ON PERFORMANCE-BASE PAY**

In furtherance to assessing whether PBP affects individual and organisational performance, researchers also have considered its effects on several intermediate outcomes, particularly employee perceptions (Egger-Peitler, Hammerschmid, and Meyer, 2007; Heneman and Young, 1991). Researchers have focused on perceptions integral to the success of pay programmes from a motivational perspective and at attitudes towards programme implementation. In regard to employee perceptions about variables, such as expectancy, instrumentality, and valence (drawn from expectancy theory), researchers have found mixed results. In studies in which goals were clear, compensation was adequate, and a significant amount of support for merit pay plans existed, PBP resulted in positive outcomes (Perry et al., 2009). In many cases, however, the underlying foundation of expectancy theory failed to materialize.

Some researchers found that respondents perceived little relationship between performance and compensation (Daley, 1987), that few believed higher pay would materialize and that financial incentives were too small to be valued (Heinrich, 2007). Other researchers found that a lack of financial motivation existed in pay-for-performance systems (Dowling and Richardson, 1997) and that distaste existed among

employees for the divisive side effects among employees that merit pay could produce (Marsden, 2004).

Finally, regardless of organisational level, improvements in performance measurement and management that are independent of pay incentives may account for performance increases by improving goal setting. The beneficial aspect of PBP that emerges from the research appears not to be the product of the pay scheme rather the development of performance standards. The use of performance standards has repeatedly been shown to be the most beneficial aspect of performance pay plans (Fletcher and Williams, 1996). In one instance, the introduction of pay into the performance measurement process resulted in a negative impact. (Hatry, Greiner and Gollub, 1981).

### **2.7.1 Critique of Performance Related Pay system and its Impact**

Although research has identified occasional performance pay successes, the programmes typically have fallen short of intermediate and long-term expectations. The reasons for the persistent failure of Performance Base Pay (PBP) are more likely of incompatibility with public institutional rules, proponents' inability or unwillingness to adapt it to these values, and its incompatibility with more powerful motivations that lead many people to pursue public service in the first place (Perry et al., 2009). However, in a series of experiment, Deutsch (1995) found no conclusive evidence to support the claim that individuals work more productively when their individual earnings are tied to their performance. The participants seemed more motivated by their own desire to excel than by the prospect of increased remuneration in winner-takes-all or equity situations.

He observed, though, that compared to competitive, individual payment systems, cooperative systems had more favourable effects on performance, friendly feelings and group morale. Schuler (1998) suggests that incentive pay plans generally appear to have substantially more motivational value than merit pay plans. But merit pay plans remain much more frequent because they tend to be easier to set up and administer. This agrees with the views of Milkovich (1996) and Campbell and Campbell (1998) who maintain that merit plans, on occasions, produce effects contrary to what is expected. The major problem encountered in the implementation of merit pay is related to its link to performance appraisal.

The linkage between PRP systems and individual appraisals can be analyzed along three dimensions: setting performance objectives or criteria; the assessment of performance and developing the link between pay and performance (Kessler and Purcell, 1992). Beardwell and Holden (1995) make a distinction between input-based and output-based criteria. They explain input-based criteria as relating to the personal characteristics, traits, competencies and skills which an employee brings to a company or job.

Another critical factor to effectiveness of merit pay is the pay differential, that is, the size of the annual increment. Where employees consider the pay differential as of little consequence, it may not be motivating enough to put in the necessary effort for the achievement of organisational objectives. Wallace and Fay (1998) emphasize that an effective merit pay system requires the budgeting of sufficient funds for meaningful differentials. And they suggest that large performance differences should be rewarded with suitably large differentials. In this regard, Lawler (1981) suggests a minimum of 3%

pay increase for an individual to notice a difference. He contends that the differential between poor and outstanding performance is typically too small. Henderson (1998), on the other hand, suggests 4% as the minimum pay differential between high and low performers. All these point to the fact that PBP (merit pay) tends to be inflationary, and payments may overtake actual production.

### **2.7.2 Salary as a Basic Motivational Factor**

In lower-income settings where “Need” is greatest, basic salary increases may logically be a salient means of reducing poverty, not only directly through salary itself but also indirectly by improving the delivery of civil services. Yet this important possibility has not to our knowledge been systematically tested using standardized procedures and analytical techniques nowadays available to guide evidence-based policy and practice (Oliver et al, 2005).

In higher-income settings, financial incentives have been linked to increases in effective and cognitive motivation, e.g., respectively, enhanced mood and work interest (Eisenberger, Rhoades & Cameron, 1999). Pay is the most obvious and widely recognised basic means of motivating people both “to” work, and while “at” work (Paulsen, 2008). The ambit includes health and other services in the public sector (Das, Hammer & Leonard, 2008; Wright, 2001). Theories in support of pay’s motivating properties include classical utility/behaviourist models, that stress the “instrumentality” aspect of rewards like money and wages (e.g., Latham & Pinder, 2005) Principal-Agent theory, which stresses how salaries can help align the motivation of a civil servant “Agent” to the civilian “Principal” (Laffont & Martimort, 2001) and Efficiency Wages,

which predict that paying one group more than the market rate will for example reduce “moral hazard” (Akerlof & Yellen, 1986); to complementary theories in sociological social science, for example Social Equity, which adds workers’ comparisons with the pay of others, and negative saliency for a “perceived injustice” (Bloom, 2007; MacLachlan et al, 2010; Marai et al, 2010; Munthali et al, 2010; Zhou et al, 2010).

Recently, theories of motivation and performance have stressed the crucial implications (for workplace performance) of having structured goals, career trajectories, and meaningful feedback in performance management systems (Das et al, 2008; Raabe, Frese & Beehr, 2007). These help to build worker confidence, commitment and efficacy (Stajkovic & Luthans, 1998). With effect sizes in the region of 0.42-0.80 (Locke & Latham, 2002), available research on structured goal setting processes (mostly from high-income, OECD countries) suggests that salary in itself may be a necessary (but not sufficient) condition to enhance workplace performance (OECD, 2005). Indeed, in some cases, relying solely on pecuniary incentives can undermine intrinsic motivation and spur counter-productive work behaviour (Kluger & DeNisi, 1996; Kohn, 1995).

Adding to the issue of ‘whether’ increasing pay improves work performance or not, is the possibility that any linkage is significantly moderated, principally by contextual factors that are socio-cultural and socio-political, as well as socio-economic.

### **2.7.3 Salary as a Motivational Factor in Ghana Civil Service**

Historically, salaries of civil servants in lower-income countries fell during the structural reforms of aid and government systems during the 1980s and 1990s (Chew, 1990; Terrell, 1993). During that period, aid and development focused on “governance”

(Hjertholm & White, 2000). This is a domain in which the behavior of civil servants at all organisational levels continues to feature prominently and centrally (Easterly, 2006).

To give one example, gaps between civil service and private sector-incomes in lower-income countries, combined with economic necessity could in theory motivate a range of potentially “counter-productive workplace behaviours” (Latham, 2007). Examples identified by a World Bank research group include “moonlighting”, de-motivation and “predatory corruption”, to more positive forms of workplace motivation and performance (Van Lerberghe et al, 2002; although these authors are critical of such pejorative terms, preferring to see them as partly motivated at least by a wish for restorative work justice). Civil service salaries are certainly linked, via Utility theory in the literature, to international mobility, and “brain drain” (Brown & Connell, 2004).

These are secondary forms of reduced ‘performance’ with which the literature is already imbued. Today, there is widespread policy interest in the evidential base concerning the re-structuring of basic civil service salaries and related incentives, its potential to motivate civil service work performance, thereby enhancing poverty reduction initiatives. Presently, other forms of incentive such as performance-based pay are regarded as peripheral, not only by policy-makers but also by many civil servants themselves (OECD, 2005).

There appears to be plentiful evidence in the research literature that poor pay has a negative effect on the performance of public servants (Dieleman et al., 2003 and 2006; Kingma, 2001 & 2007), and is a core factor in worker de-motivation (Willis-Shattuck et al., 2008). This is especially the case when salaries are not adequate for obtaining the

basic necessities of daily life (Agyepong et al, 2004), i.e. “need”. The opportunity to earn higher salaries is one of several major push factors for the migration of health care workers (Vujicic et al. 2004).

However, a narrow focus on financial incentives may not be adequate for improving performance and motivation. For example, Vujicic et al. (2004) have shown that wage increases in source countries are not likely to decrease the migration of health care workers. This is partly because wage differentials between source and destination countries are so large that small increases in wages locally are not likely to have much effect. Vujicic et al. (2004) suggest that non-wage instruments might have more effectiveness with respect to slowing down migration and brain drain, although this does not necessarily extend to in-country local civil service.

One particular challenge for this review, identified above, is that while financial incentives are very important for the performance (especially motivation and satisfaction) of public-service workers, over-reliance on financial incentives can create problems. Crewson (1997) argues that understandings of human motivation have rested on neo-classical notions of the importance of external, economic rewards.

This fails to account for a moral dimension (linked to intrinsic rewards such as feelings of pride; appreciation from the community) that could be particularly prominent in public servants (e.g., Macq et al, 2001; Van Lerberghe et al, 2002). Public servants need to be adequately compensated for their work, but increased financial rewards can lead them to start viewing these as more important, creating a conflict between their values and the

messages they receive about working for financial gain (Crewson, 1997; Franco et al., 2002).

Perhaps this means that increasing pay should not be attempted in isolation from the improvement of acknowledgement and recognition for work, management practices, job characteristics/working conditions (including adequate resources and infrastructure), the provision of job and career training, and opportunities for career advancement. In other words, “bundles” of financial and non-financial interventions may ultimately be more effective for attracting and retaining staff in remote rural areas in low- and middle-income countries (Lehmann et al, 2008). Increasing the pay of public servants is one of the most costly ways of attempting to improve performance. Hence it has become critical for governments to have evidence on the potential effects of such increases on performance.

#### **2.7.4 Public Relations and Motivation in Public Service**

We must also understand that motivation or demotivation does not happen only within the organization but from outside as well and could be in the form of public outcry that is public service providers and clients for both private and public service. In Public Service, Perry and Wise (1990) – (Perry, J.L. and Wise, L.R. 1990. The motivational bases of public service, *Public Administration Review*, 50 (3): 367 – 373. ) called it bureau-bashing found in their work which explained the negative impacts of bureau-bashing on the Public Service Motivation (PSM) of civil servants. They also differentiate between policy and rhetoric bashing and argue that while policy bashing may be constructive in

nature, rhetoric bashing often de motivates bureaucrats in terms of their rational, normative and affective motives (Perry & Wise, 1990).

In Ghana context, in critiquing public service, there had been several structural problems and recent attacks directed towards the bureaucrats themselves. However, there are few empirical studies to measure the performance of bureaucrats by analyzing the initiatives they take and the problems they face in carrying out their responsibilities. Based on Perry & Wise's, (1990) PSM model, this work want to argue that in Ghana, bureau bashing is mostly rhetoric and thus it might have created a negative impact on PSM amongst bureaucrats, contributing to the poor state of governance. This had not been actually documented in literature, but it is strongly believe to have had a direct relationship on performance of civil servants in the country.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

This chapter deals with the research methods and procedures adopted in conducting this study. It discusses the method adopted in collecting data. It also give details of the targeted population and sample selected. The Methods used to administer the questionnaire and the research design is also presented in this chapter.

#### **3.2 POPULATION AND SAMPLE SIZE**

The population from which the sample was taken from is made up of all civil service staffs both senior and junior staff in the Regional Co-ordinating Council. The council has supervisory role over all government institutions both sub and semi-sub vented. Its main function is to monitor and evaluate the performances of all metropolitan, municipal and district assemblies as well as government departments and agencies in the region

The targeted population consisted of both male and female heads of department and units as well as staff at the Regional Co-ordinating Council. If a random sampling technique was applied for the study, there was the possibility that the researchers could have ended up with only senior staff or more junior staff than necessary. A deliberate or purposive selection was therefore used to select the senior rank staff and junior rank staff to have a balance views from both ends on the problems of civil servants thwarting their performance and if appropriate and right form of motivation could alleviate this canker.

The Ashanti Regional Coordinating Council was chosen because of its convenience to the researchers due to its central location, Ashanti Regional Coordinating Council also

epitomizes the civil service in the region headed by the Regional Minister. Moreover, it would help by making the data collection very simple and convenient to the researchers.

### 3.3 **RESEARCH DESIGN**

This research is about assessing employee motivation on performance within Ghana Civil Service and perception of civil servants ability to put up their best when motivated. Being a very sensitive study, there was the need to employ systematic and carefully selected research methods that were very participatory with high turnout rate for respondents. This is because a lot of co-operation is required to achieve the objective of the study. Thus a combination of appropriate research methods was used to collect data which were qualitative and quantitative in nature.

Given that, the research is aimed at addressing co-workers and public perception of civil servants attitude to work in terms of motivation and performance, descriptive research approach was adopted. The study was based on a descriptive case study using the Ashanti Regional Co-ordinating Council.

Literature review consisted of all forms of literature thus published books, articles, reports, journals as well as documentary evidence collected from reports and extracts of Public Commission. The main source of data came from questionnaire interview with employees and employers.

### 3.4 **SAMPLING TECHNIQUES**

The Research Sample incorporated the population of employees and employers and co-workers of Civil Servants of Regional Co-ordinating Council, the research carried out in

this area was very forthright in determining the challenges and opportunities of civil servants. The research identified the workers as knowledgeable in providing valuable information regarding their experience in performing their daily duties in relation to motivation.

A quota sampling method was used to select 100 respondents at this establishment.

This ensured that equal number of employees from various grades was involved in the sample population to ascertain a representative views from all categories of staff. This is because Regional Co-ordinating Council (RCC) comprises of various classes with an average number of about 40 staff in each class totaling 210 in all. The classes within the ARCC includes; Administrative, Secretarial, Engineering, Planning and Executive /Records.

A quota of 20 respondents was selected from each class based on systematic probability sampling method to ensure fair representation of the sample population. Each class within the ARCC has about five (5) grades. We selected from each grade to make up for the quota of 20 respondents. This was done by assigning the digit one (1) and two (2) to the total number in each grade after which those who obtained the number one (1) was considered for this research purpose. The systematic probability sampling assisted in getting four (4) respondents from each grade to obtain the 20 respondents.

### 3.5 **RESEARCH INSTRUMENT**

The main instrument for data collection in this research was questionnaire survey based, designed by the students by means of face-to-face interview. We intentionally used both close and open ended questionnaires. This afforded the respondents the opportunity to

answer the questions without deviating and also not consume much of their time; however, we also gave them the chance to share their views.

The analysis was presented in a statistical format using frequency distribution, mean of responses based on the likert scale. Higher scores determined the approval of the staff on any particular variable in aggregate; this was sometimes expressed in percentages of total observations using a powerful statistical tool called SPSS 17.

### **3.6 DATA ANALYSIS PLAN**

The data collected were edited and checked for accuracy and authenticity. The completed questionnaires were serially numbered for easy identification and were finally scored and tabulated. Items on the four point Likert scale were scored 4, 3, 2 and 1 for items Strongly Agree, Agree, Disagree and Strongly Disagree respectfully. Same scale was applied to items like Very high, High, Average and Low as well as items such as Most Crucial, Crucial, Less Crucial and Not Crucial in the same order of 4, 3, 2 and 1 respectfully. Items with 'yes' and 'no' responses were scored 2 and 1 respectfully.

Since the study was purely descriptive, such analysis was used. The main statistical tools that were used for analysing the data were simple percentages and frequencies. The percentages were used to analyse all the responses. Frequency and percentage tables were used to describe the data that was collected from respondents. The frequency and percentage tables enabled the researchers to have an overall view of the findings, to identify trends and to display the relationships between elements in the findings.

### 3.7 **RESEARCH ETHICS**

All references would be appropriately quoted according to the APA format and proper acknowledgement and credit given to intellectual property owners of works that was cited by this work when necessary. In distributing the questionnaire permission was sought from head of the institution in this case, the Ashanti Regional Co-ordinating Director of the Ashanti Regional Co-ordinating Council.

## **CHAPTER 4**

### **DATA ANALYSIS, FINDINGS AND DISCUSSION**

#### **4.0 INTRODUCTION**

This chapter contains the analysis and report of the responses ascertained from the questionnaires distributed on the subject of “motivation and performance in the Civil Service” at the Ashanti Regional Co-ordinating Council (ARCC). The analysis was done in five (5) parts; the first part contained the bio-data of the respondents who formed the sample population of the project, the other four parts were on different categories of motivational variables (i.e. general incentives available at the work place, forms of appreciation, boss-staff relationship and job satisfaction). Each of the four categories had several related motivational questions formed on the Likert scale for the respondent to choose.

The analysis was done per the aggregate score of each variable from the respondents and the percentages of the responses ranging from 1 – (strongly disagree) to 5 – (strongly agree). This means that a higher score from the respondent shows that the sample population agree or disagree on the presence of such incentive at the workplace whilst a lower score represent low to non existence of such incentive at the workplace.

#### **4.1 BIO-DATA OF RESPONDENTS**

The background details of the workers were significant in this research as it is believed that different people have different aspirations based on several factors. In this case, rank, sex, service years, educational background and individual or on the whole affect

what each staff perceives as a motivator. The biographical data of the sample population are as follows.

The average age was 38.87 years with a standard deviation of 9.29 which represents active age group. The minimum age was 25 years and the maximum was 60 years. The 60 year group was on contract as they indicated same on the questionnaire. Refer to table 4.1 below.

Table 4.1: Age of Respondents

NO.	100
Mean	38.8700
Mode	33.00
Standard Deviation	9.28957
Minimum	25.00
Maximum	60

Source: Researchers field work – May 2013

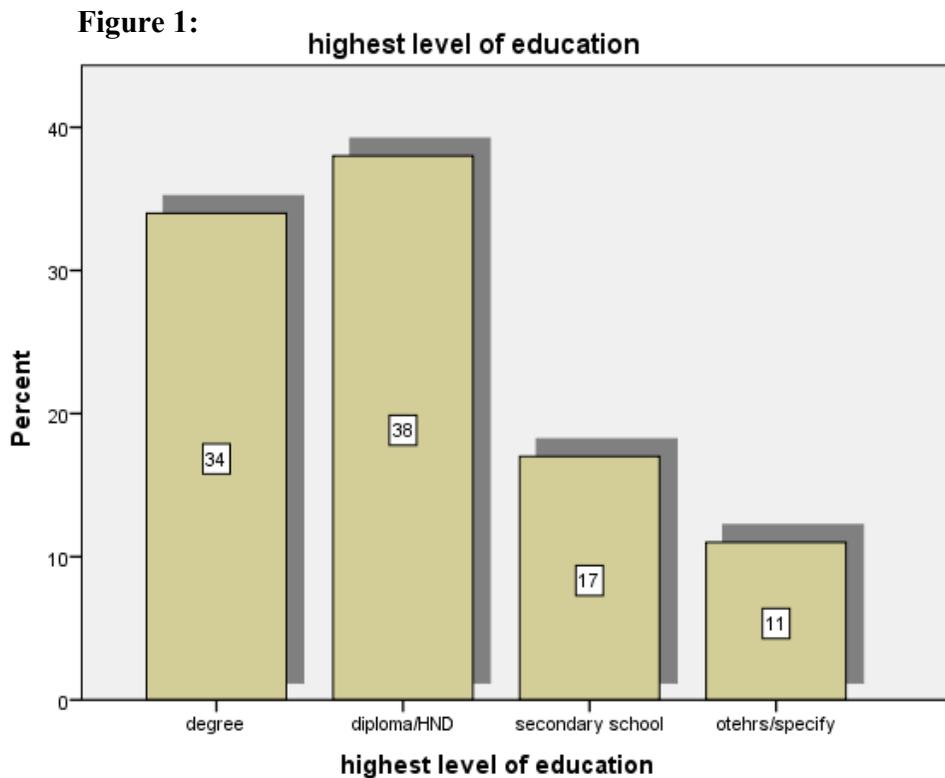
Because the questionnaire was systematically administered to both gender, equal numbers of male and female were included in the research. The mean years of service of the respondents at the ARCC were 5years 7months with a minimum of 1year to 30years of service. Many of them said they have served at least 3years. As it was mentioned in the methodology, the research solicited views from all grades and positions of staff at the ARCC, as indicated on the table 4.2 below.

4.2: Rank of Position

Position	Frequency	Percent
Junior	57	57.0
Senior	43	43.0
Total	100	100.0

Source: Researchers field work - May, 2013

On the education background of the respondents, 34% had Degree or Masters, 38% had Diploma or HND, 17% had completed Secondary School and 11% had completed Government Secretarial School or had completed Middle School. Figure 1 below display the graphical details. It should be noted that most of the senior rank positions in the civil service requires a minimum of first degree.



Source: Researchers field work – May 2013

Having a culminating 72% of the staff at a particular government institution completing at least tertiary education was very significant change in the civil service. The civil service was known to have many unqualified personnel with minimum educational qualification.

## 4.2 GENERAL INCENTIVES AVAILABLE AT THE WORKPLACE

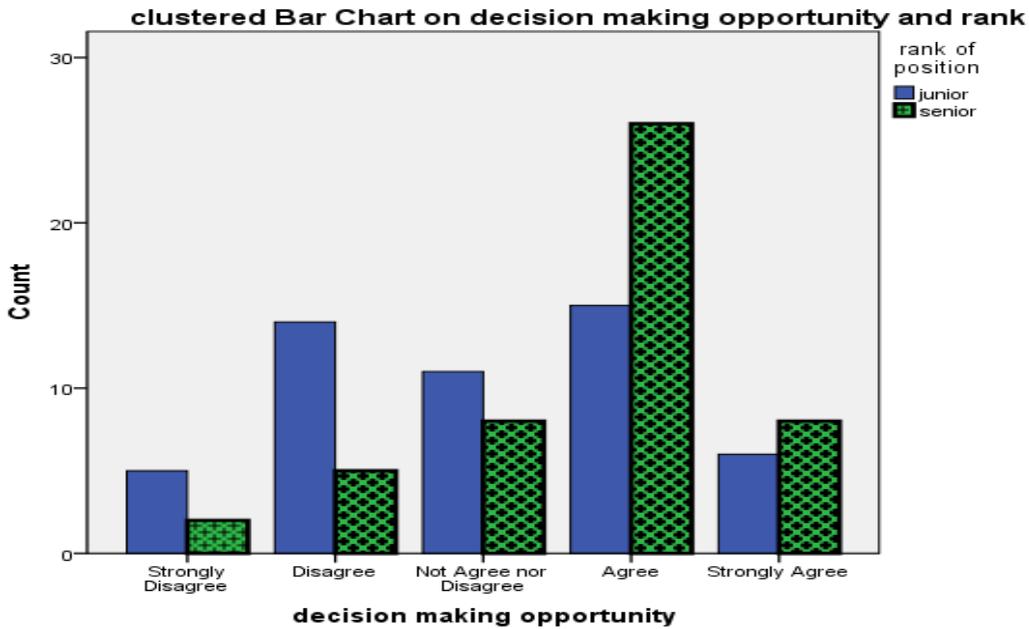
### 4.2.1 Decision Making Opportunity

About 55% of the ARCC staff affirmed their inclusion in the decision making process while 19% were doubtful of their inclusion, 26% completely disagree with them, thus they believe they are not included in the decision making this therefore creates a barrier for them to put in their best. A cross tabulation was ran for rank of the staff and decision making opportunity variable and it came out clearly that most of the staff who affirmed their inclusion in the decision making process were mostly senior staff, and junior rank were mostly doubtful or disagree on their involvement in the decision make process as indicated in table and figure below.

Table 4.3: Decision making opportunity

Decision Making Opportunity	Frequency	Percent
Strongly Disagree	7	7.0
Disagree	19	19.0
Not Agree nor Disagree	19	19.0
Agree	41	41.0
Strongly Agree	14	14.0
Total	100	100.0

Source: Researchers field work - May, 2013



Source: Researchers field work – May, 2013

The first variable that was looked at was decision making opportunity for the staff to be able to conceive ideas to work without any strict routine process and bureaucratic principles leading to ingenuity of workers. 55% of the ARCC staff affirmed of their inclusion in the decision making process while 19% were doubtful of their inclusion, 26% completely disagree with them, thus they believe they are not included in the decision making and it served as a barrier for them to put in their best. A cross tabulation was ran for rank of the staff and decision making opportunity variable and it came out clearly that most of the staff who affirmed their inclusion in the decision making process were senior staff and junior rank were mostly doubtful or disagree on their involvement in the decision make process.

The results from the field indicate a division among the respondents. Almost half of the respondents think the civil service lacks such environment where all staff no matter their rank could be part of formulating solution in solving managerial problems when they

crop up rather than resort to waiting for instructions from above. Top senior officers as it were, were more involved in decision making process than the junior staff in this study and as senior officers they are likely to have such opportunities.

#### 4.2.2 Opportunity to improve Competencies

Most of the respondents unanimously confirmed the availability of opportunities to improve one’s competencies through further training. This was reflected in the analysis when 78% of the respondents agree or strongly agree the existence of such opportunity. Only 10% disagree on the availability of such opportunity to improve one’s competencies through further education. On the whole, staff at the ARCC are given opportunity to further their education though the individual would have to bear the cost if it is not a prescribed scheme of service training course. Scheme of service training was however lacking because management was not willing to sponsor the staff to attend these training programmes at GIMPA or Institute of Local Government Service (ILGS) and from the researchers encounter with them, it was discovered that this was a great source of worry to them.

Table 4.4: Opportunity to improve competencies

Competencies Training	Frequency	Percent
Strongly Disagree	1	1.0
Disagree	9	9.0
Not Agree nor Disagree	12	12.0
Agree	51	51.0
Strongly Agree	27	27.0
Total	100	100.0

Source: Researchers field work – May, 2013

### 4.2.3 Monetary Reward

On the contrary, 78% cumulatively confirmed that there is no monetary reward other than their salary as shown on table 4.5 below. Only 22% cumulatively said they benefit monetary reward rather than their salary and according to the staff was a disincentive to work harder.

Table 4.5: Monetary reward other than salary

Monetary reward	Frequency	Percent
Strongly Disagree	20	20.0
Disagree	46	46.0
Not Agree nor Disagree	12	12.0
Agree	21	21.0
Strongly Agree	1	1.0
Total	100	100.0

Source: Researchers field work – May, 2013

#### BASIC SALARY AS A MAIN MOTIVATOR (single spine salary)

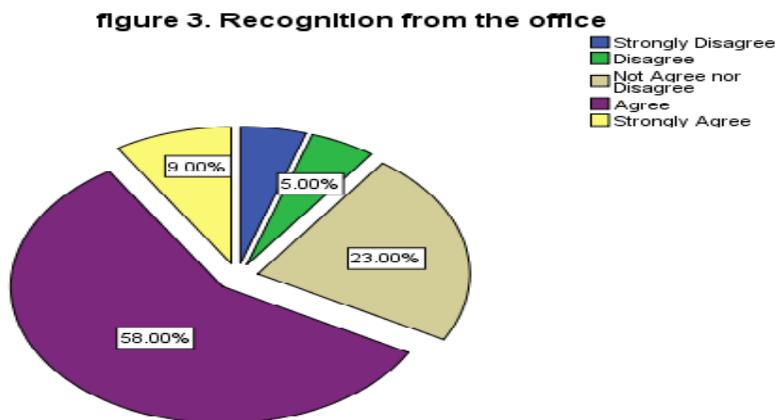
After expressing their mixed feeling about the new salary scheme the government had introduced from 2010, for all workers on government payroll, the researcher asked the respondents if they think the Single Spine could be a main source of motivation in civil service. The results show a simple NO as 66.7% of the civil servants sampled for this study indicates that basic salary is necessarily not a good form of motivation. This means that increment in only the basic salary of civil servants would not necessarily lead to motivation that could revamp the productivity level in the civil servants.

The research also solicits the view of the civil servants on the dilemma of motivation, productivity and vice versa. The results was in favor of the most expectant response as about 60% think motivation should be given out to the workers to boost their morale

before they can perform at their peak. Some were of the opinion that the two should go hand in hand and the workers should be made to sign performance contract that will make possible to fire non-performing staff. About 30% were of the opinion that it should be the other way round that is the workers are improved their productivity level to attract more incentives.

#### 4.2.4 Recognition from my office

Recognition and verbal commendation are said to be one way of urging workers on to perform optimally at the workplace and is also seen as a good motivator. Majority of the staff (58%) agreed or (9%) strongly agreed on the subject of the availability of verbal commendations from their bosses when they meet their target on time. That is, cumulatively, 67% of the staff attests to the fact that they received commendations when they put in much effort in their work while only 10% disagreed, 23% were doubtful as can be shown in figure 3 below.



Source: Researchers field work – May, 2013

## RECOGNITION AND PRESTIGE OF WORK IN RELATION TO MOTIVATION

People work in various organizations for various reasons and most at times feel self actualized when working in a prestigious and well established companies. The researcher intended to know from the respondents if this is applicable in the civil service. The results from the field indicates that prestige and recognition given to the civil servants is a very strong force that motivates them to work in the seemingly bad condition of service and low salary comparing to other government sector like health etc. The figures indicates that more than half of the respondents 26.67% and 28.33% are very motivated or motivated respectively (55% in total) agree that on the above statement whilst only 36% think recognition and prestige of their work do not really motivate them.

### 4.2.5 Promotion of staff to their next grade

On the issue of promotion to their next grade, the staff were almost divided because 53% believed they are promoted on time, whilst 47% were in doubt or think otherwise. Though 53% said they are promoted promptly, having 47% on the other side of the coin makes it difficult to conclude that promotions are done readily in the civil service as indicated in table 4.6 below.

Table 4.6: Prompt Promotion to next grade

Promotion	Frequency	Percent
Strongly Disagree	11	11.0
Disagree	12	12.0
Not Agree nor Disagree	24	24.0
Agree	46	46.0
Strongly Agree	7	7.0
Total	100	100.0

Source: Researchers field work – May, 2013

#### 4.2.6 Allowances (Travelling, Transport, etc)

The new Local Government Service Act and the Civil Service salary restructure computed all the allowances that used to exist in the service into the basic salaries of government workers at least up to Deputy Directors rank. It was therefore not surprising when 56% said they did not receive any extra allowances at all or were undecided as indicated on table 4.7.

Table 4. 7: Allowances

Allowances	Frequency	Percent
Strongly Disagree	13	13.0
Disagree	26	26.0
Not Agree nor Disagree	17	17.0
Agree	37	37.0
Strongly Agree	7	7.0
Total	100	100.0

Source: Researchers field work – May 2013

#### OTHER ALLOWANCE RECEIVED

A follow up to the above question was to find out allowances if in addition to their basic in various forms and such allowances motivates them. For this, the respondents did not hesitate to posit their resentment as a whole majority of 56.0% in total believe other allowances is lacking and as results demotivates them very much in their productivity level.

#### 4.2.7 Opportunity to attend Workshop, Seminars and Conferences

When the respondents were asked whether they have opportunity to attend workshops, seminars and conferences, which is an avenue for in-service training, to improve performances at the workplace, the responses were divided among the sample population

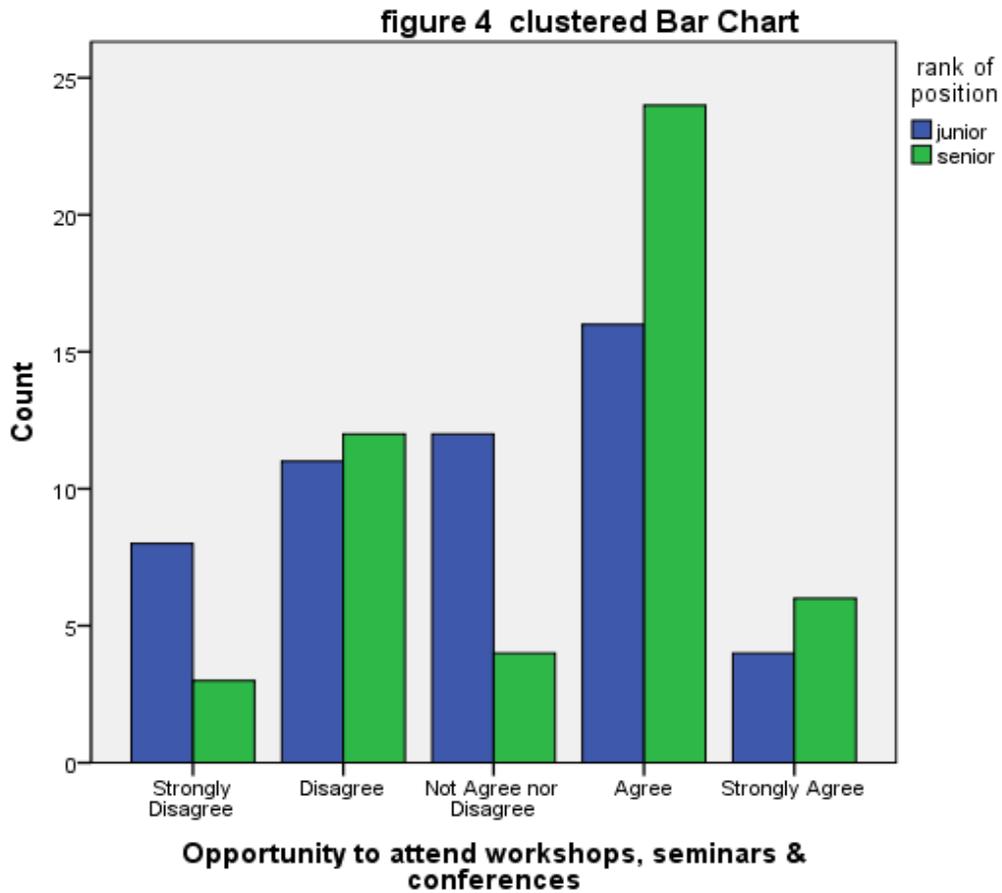
and though 39% which formed the majority group agreed and 10% strongly agreed cumulating to 49% majority it was still less than half of the sample population. This means that only few or some personnel in a particular grade have access to these opportunities.

Table 4.8: Workshops, Seminars & Conferences

Opportunity for workshops, Seminars & Conferences	Frequency	Percent
Strongly Disagree	11	11.0
Disagree	23	23.0
Not Agree nor Disagree	16	16.0
Agree	40	40.0
Strongly Agree	10	10.0
Total	100	100.0

Source: Researchers field work – May, 2013

A clustered bar chart was drawn to graphically depict the distribution of responses between the rank of position and the opportunities they have in terms of workshop and seminars and it came out clearly that most of the seminars and conferences are organised for senior staff. Refer to figure 4 for details.



Source: Researchers field work – May, 2013

#### 4.2.8 Necessary tools and equipment to work with

One of the key factors of production is logistics, having the right tools and equipment available at the workplace is sometimes just enough to motivate the staff to work and achieve set target. It came out from the analysis that 54% cumulatively agreed on the availability of tools, equipment and other office logistics at the ARCC, whilst 17% were of different view and 29% could not decide on the issue.

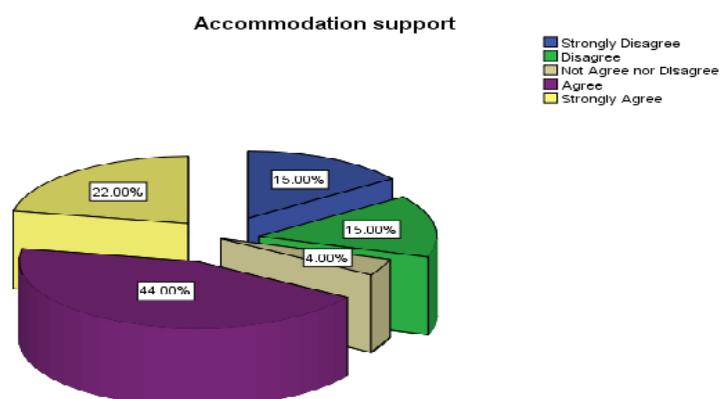
Table 4.9: Availability of tools and logistics

Availability Tools and Logistics	Frequency	Percent
Strongly Disagree	3	3.0
Disagree	14	14.0
Not Agree nor Disagree	29	29.0
Agree	46	46.0
Strongly Agree	8	8.0
Total	100	100.0

Source: Researchers field work – May 2013

#### 4.2.9 Accommodation support

Accommodation in Ghana especially in Kumasi and Accra is a very big problem and to have accommodation provided by an organisation to its working force is a boost of morale for the workers to put in their maximum effort in achieving their organisational goals and this could be one of the best motivational factors. On the issue of accommodation support to staff of ARCC, 22% strongly agreed on accommodation support, 44% agreed. This means that majority of ARCC staff are given accommodation support to motivate them to give in their best.



Source: Researchers field work – May, 2013

### 4.3 FORMS OF APPRECIATION AVAILABLE AT ARCC

Sharing appreciation to workers or staff at the workplace is very motivating and it compels them to do more in achieving organizational goals. Appreciation could take many forms, from verbal commendation to material rewards including bonuses.

On the whole, it was very clear that such practice was just above average apart from appreciation shown by clients/public for services rendered by the RCC staff.

The staff when asked about receiving appreciation from their bosses or heads of departments scored 3.16 on the average out of 5 and culminating percentage of 68 (50% - agree and 18% strongly agree). On the other hand, appreciation from customers/clients scored 3.91 average on the likert and culminating percentage of 80.00 (61% - agree and 19% strongly agree).

Table 4.1.0: Verbal recognition and praises from bosses

Verbal Recognition	Frequency	Percent
Strongly Disagree	7	7.0
Disagree	11	11.0
Not Agree nor Disagree	14	14.0
Agree	50	50.0
Strongly Agree	18	18.0
Total	100	100.0

Source: Researchers field work – May, 2013

#### 4.3.1 Awards

On the issue of winning awards on fair grounds, it was clear that such things do not exist at ARCC and probably civil service as many of the staff sampled were in doubt (35%) and 36% do not concur to the question at all.

Table 4.1.1: Winning of awards on fair grounds

Winning of awards	Frequency	Percent
Strongly Disagree	8	8.0
Disagree	28	28.0
Not Agree nor Disagree	35	35.0
Agree	21	21.0
Strongly Agree	8	8.0
Total	100	100.0

Source: Researchers field work – May, 2013

#### 4.3.2 Receiving praises/Thank you from supervisors

The word “Thank you” is often recommended in all spheres of life, even in the family setting as a very powerful motivational tool which push to repeatedly exhibit their best of character. The study wanted to know whether the work of the staff are acknowledged in this manner and the results are as follows, a summary of 61% - 40% agreed, 21% - strongly agreed confirming the existence of verbal recognition at RCC.

#### 4.3.3 Monetary/Material Rewards

Monetary and material rewards to workers are considered as one of the basic motivational factors to bring out the best in workers in any organisation. Though it is considered by some writers as a temporary measure and could lose its effect in the long run.

At the ARCC, it was unanimous that, monetary/material rewards were not present as majority (70%) do affirm this assertion as presented on the table below.

Table 4.1.2: Monetary and Material rewards to show appreciation

Monetary and Material Rewards	Frequency	Percent
Strongly Disagree	33	33.0
Disagree	37	37.0
Not Agree nor Disagree	8	8.0
Agree	16	16.0
Strongly Agree	6	6.0
Total	100	100.0

Source: Researchers field work – May, 2013

#### 4.4 BOSS-WORKER RELATIONSHIP

##### 4.4.1 Active Supervision

Active internal supervision is very critical in achieving organizational goals. In fact in Ghana, lack of effective supervision is said to be the bane of optimum performance in many government subverted institutions.

In fact, in modern management, effective supervision by managers is recommended to any serious organisation and this has generated the concept of Management By Walking Around (MBWA). At the ARCC, supervision was available as 64% of the sample population said they receive periodic supervisory visits by their bosses refer table 4.1.3 for details. They also opined that through that their performances are periodically evaluated to know their shortfalls and improve upon them.

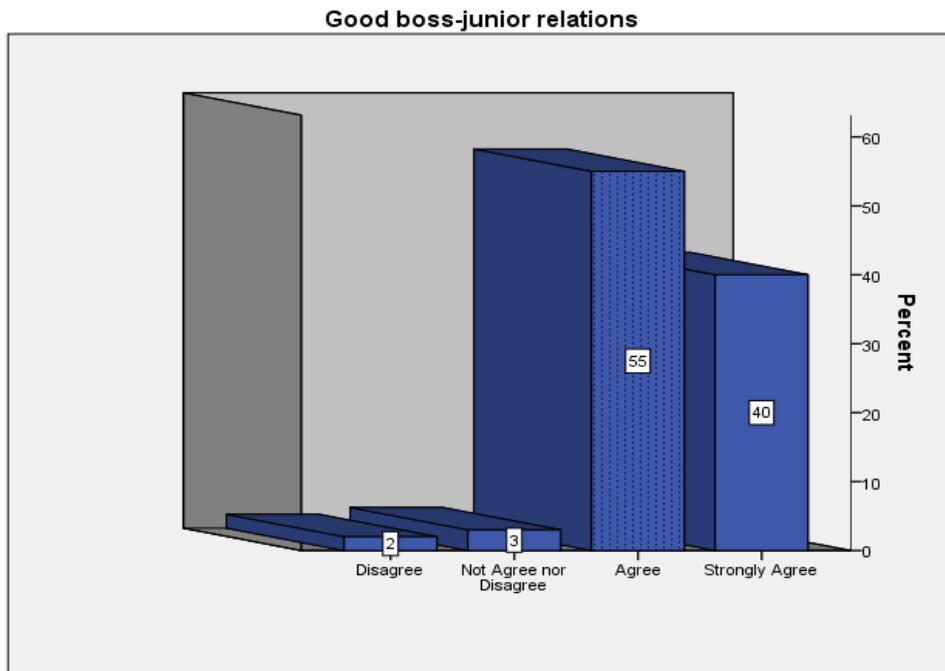
Table 4.1.3: Regular supervision by management

Supervision	Frequency	Percent
Strongly Disagree	5	5.0
Disagree	5	5.0
Not Agree nor Disagree	26	26.0
Agree	55	55.0
Strongly Agree	9	9.0
Total	100	100.0

Source: Researchers field work – May, 2013

#### 4.4.2 Good relations with Bosses

Having good relationship between seniors and juniors is a good sign to boost the morale of staff. The results from the questionnaires showed a cordial relationship between top management and the other staff from figure 6; 95% in aggregation affirm to the fact that good human is high at the RCC and is good for the organization's progression.



Source: Researchers field work – May, 2013

#### 4.4.3 Clear work schedules

Every organisation has some characteristics which define what to do, whom to report to, these could be found on the organization's organogram and work schedules. Clearly defined work schedule does not help the worker to know his/her routine work but is also necessary for evaluating the performances of workers. In the case of this study, the RCC staff sampled did confirm the availability of work schedules and that the expectations of their – bosses are known to them according to the persons' grade.

Statistically as can be read from the table 4.1.4, 57% agree that they know what is expected of them whilst 13% strongly endorsed this assertion. On the whole, it could be inferred from above that good human relations in terms of top management – lower rank exists at the RCC.

Table 4.1.4: Clear work schedule and expectations

Clear work	Frequency	Percent
Strongly Disagree	1	1.0
Disagree	3	3.0
Not Agree nor Disagree	26	26.0
Agree	57	57.0
Strongly Agree	13	13.0
Total	100	100.0

Source: Researchers field work – May, 2013

#### 4.5.0 **JOB SATISFACTION**

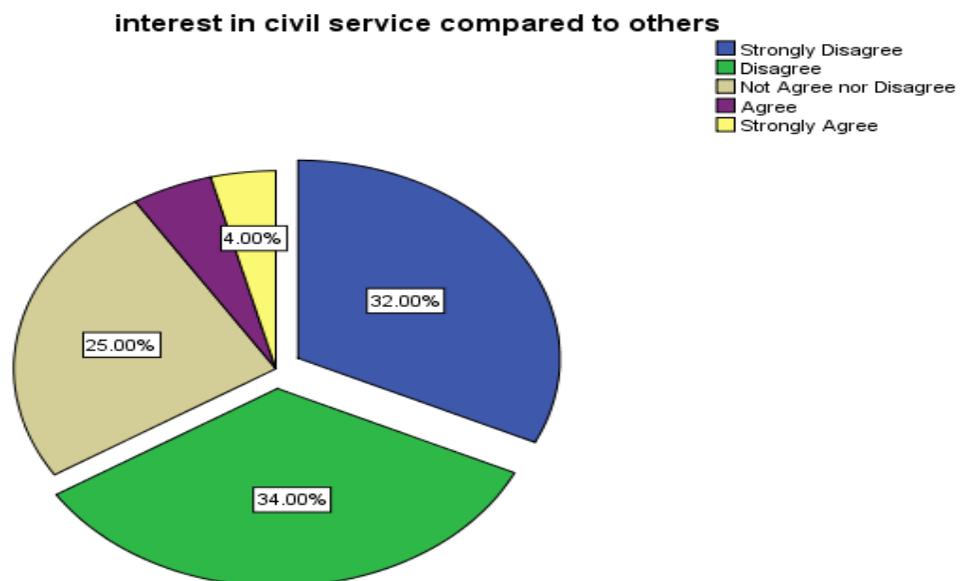
The satisfaction derived from any job is in fulfillment of achieving set target and interest and enthusiasm within the person doing the job. If a worker becomes weary of the daily routine at the work place it becomes difficult to motivate him or her no matter what. Job satisfaction is therefore very important and management should be on the alert to sustain the interest of workers.

#### 4.5.1 **Interest Comparison**

The civil service is known for its adherence to bureaucratic principles which sometimes makes work monotonous and routine way of doing the same thing every day. Sometimes it's very difficult for an officer to do things in their own way without following laid down procedures which might sometimes be outmoded. The researcher wanted to know from

the respondents how they see this as a problem in relation to motivation by comparing their interest to friends in other fields.

The analysis shows most of the respondents strongly disagree (32.0%) or agree (34.0%) to this statement that their friends are more interested in their jobs outside the civil service than they do. Refer to figure 7.

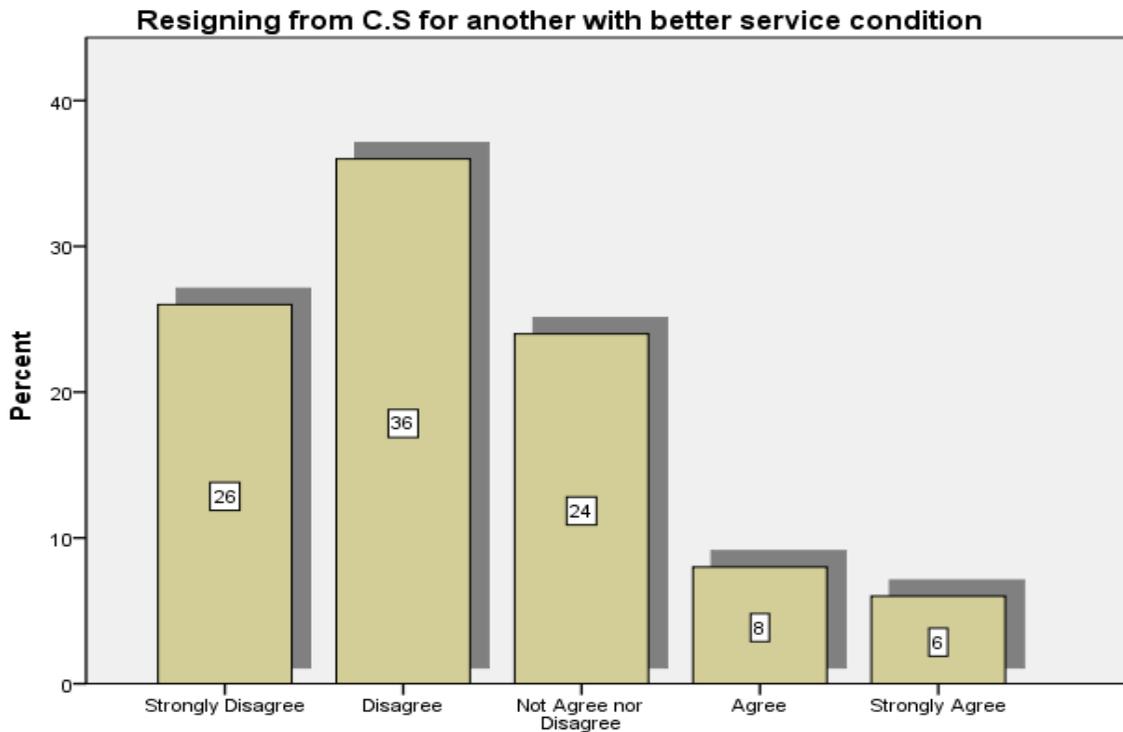


Source: Researchers field work – May, 2013

#### 4.5.2 Resign from the service for another job

The civil service is best known for its job security and it serves as one of the comparing factors that ensure high retention of its staff in the service. For this reason, the research wanted to find out if the staff interviewed will give up their jobs in the civil service to take up an appointment in a private firm with a supposedly better condition of service. Majority of the sample population about 62% said no, they will retain the civil service job and only 14% were willing to take up another appointment in a different sector, if condition of service is better off than the civil service. This implies that in spite of the

perceived porous condition of service in the civil service, majority of its staff would not leave for any reason. Refer to figure 8 for details.



Source: Researchers field work – May, 2013

#### 4.5.3 Job Security as a Source of Motivation

One of the interesting findings of the research was the enthusiasm the workers showed in their work. This was to know if job security aspect of civil service could be enough to motivate civil servants to progress in their output. 55% cumulatively show a confirmation to the statement whilst 31% on the other hand deny the statement. This means that most of the respondents rather agree that job security is one factor that motivates civil servants.

Refers to table 4.1.5 below for details.

Table 4.1.5: Job security as a source of motivation

Job Security	Frequency	Percent
Strongly Disagree	16	16.0
Disagree	15	15.0
Not Agree nor Disagree	14	14.0
Agree	28	28.0
Strongly Agree	27	27.0
Total	100	100.0

Source: Researchers field work – May, 2013

#### THE GENERAL WORKING CONDITION

On the whole the respondents were to react to the general working conditions especially harmonious working relation between senior rank and junior rank was amazing according to the results from the survey. The results were no surprise, deducing from the above variables analyzed so far. Those who are demotivated by the general working conditions in terms of good relationships at the office were only 5%, the majority 95% in all were either motivated or simply motivated by the general working conditions. But this cannot be compared to about 38% who are willing to leave the service due to poor conditions of service.

## CHAPTER 5

### SUMMARY OF MAIN FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.1 SUMMARY OF MAIN FINDINGS

Lack of individual initiative which has been the bane civil service has been the strict routine way. This work found out that a little above half of the staff at ARCC affirmed of their inclusion in the decision making process while 26% were completely indifferent of their inclusion in the decision making process. A cross tabulation shows that, most of the senior staff were included in the decision making process than the junior rank.

The private sector arguably more often than not pays a higher remuneration and draws away talent from the public sector especially the highly skilled labour. However, this ascertained that a culminating 72% of the staff at the ARCC have completed tertiary education ranging from Diploma to master's degree.

After expressing their mixed feeling about the new salary scheme the government had introduced from 2010, for all workers on government payroll, the researcher asked the respondents if they think the Single Spine a gross majority (66.7%) indicates that basic salary is necessarily not good form of motivation hence the Single Spine could have brought the much anticipated change in motivating civil servants.

Given extra allowances to staff in addition to their basic salary in various forms and such allowances motivates them. For this, the respondents did not hesitate to posit their resentment as a whole majority of 56.0% in totality believe other allowances is lacking

and as a result demotivates them very much with spillover effect on their productivity level.

One of the interesting findings of the research was the enthusiasm the workers showed in the security of their work. It was clear that, job security is one factor that motivates civil servants.

The results from the field indicates that prestige and recognition given to the civil servants is a very strong force that motivates them to work in the seemingly bad condition of service and low salary comparing to other government sector like health etc. According to some, it even creates problems for them as they are placed highly in the society when they actually do not have the resources.

## 5.2 CONCLUSION

While the study have argued that using money and other allowances is feasible in motivating the civil servants, the study recognizes that such method has its drawbacks. But given the focus on market values and other reasons, money will have to be one of the main components of motivation.

The non-monetary aspects of motivation in the Civil Service has its advantages but care should be taken so that it will not have any unintended or the opposite effect which we have highlighted. Also, it may not apply as well in all departments. The suggestions made to improve the motivation in the Civil Service are, to instill civil consciousness in the employee, to ensure job security for employees and less rigidity in giving opportunities to employees to perform.

Lastly, motivation has to be continuous and not used when morale or productivity starts dipping. we suggested money as an important ‘motivator’ but it should not be taken that it will be a cure to all potion, rather, it has to be combined with the non-monetary ‘motivators’ and those that we suggested so that in times of pay cut, the Civil Service can appeal to those non-monetary ones and minimize the ill effects of a de-motivated staff.

### 5.3 **RECOMMENDATION**

These suggestions are impressions from the data from the field and people we spoke to and from documented literature, which we too believe will aid in motivating civil servants. They are instilling civil consciousness in the staff, providing job security and less rigidity in dispensing opportunities. Although easier said than done, but if they are sound ideas, they will surely be worth trying and implementing.

The shift towards private business practices has perhaps done away with a very important factor that used to draw people to work in the Civil Service and that is job security. My feel is that in order for civil servants to put their hearts and souls into their job, there must be a guarantee of lifelong employment. After all, the Civil Service is here to stay and is supposed to provide public services on a continued basis, although services may differ over time. By rigidity, we mean the Civil Service in many instances, only offers opportunities to those who have the paper qualifications and even then, these people have to wait for their time to be given an opportunity or opportunities to show their mettle. There should be managerial as well as staff reshuffle every few years. This allows the employees to have a general training and the opportunity to perform different tasks to avoid monotony and learn new skills. Perhaps the Civil Service may want to consider such a scheme so that there will be more opportunities for the employees to

perform rather than stay in the same department where the employee finds no opportunities.

The civil service, like any other organizations, tries to attract the best. However, the civil service often loses out and one of the reasons is as mentioned above. This has wider implications. One reason is that the civil service favours those who are academically high achievers, and assumes that if this group of elite cannot solve the problem, the rest will be likewise. We will like to suggest hiring consultants or human auditors outside the organization, to assess the civil servants. Why? With increasing decentralization and delegation, it was thought that staffs that are not capable would be weeded out. However, this may not be the case. This may also result in de-motivated staff. An auditor will be able to recognize such and recommend appropriate action or reshuffling.

The way forward for civil service that could increase productivity over time as suggested by the civil servants selected for this study were as follows;

- Clear supervision of workers on duty, provision of enough sophisticated tools and logistics to the civil servants to work with.
- That promotion should be based on performance alone and incentive packages for all categories of staff. Motivates the workers and build houses for them to pay in installments.
- The notion that there is job security in the civil service should be scraped off and prospective civil servants are to be made accountable if necessary sack non-performing ones.

- The Government should provide more logistics like, computers, printers, vehicles to help to enhance productivity.
- There should be an award scheme to motivate staff who will excel annually and also motivate them through training and development.
- The staff should be encouraged to improve their status in the organisation by sponsoring them in their academic ladder.
- The staff should be given the opportunity to attend workshops, seminars, conferences and other training to improve upon themselves and their working conditions.
- Promotions should be made when due without constant reminder from the employee and also reports from the staff should be well investigated before punitive measures or action taken.
- There should be conditions available for civil servants to own house and means of transport after attaining certain period of time in the service. In addition, there should be a clearer means of getting study leave with pay.

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APPENDIX

**CHRISTIAN SERVICE UNIVERSITY COLLEGE**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

**HUMAN RESOURCE MANAGEMENT OPTION**

Thank you for your consent to take part in this study. We are students from the Christian Service University College pursuing Bachelor’s Degree in Human Resource. We are undertaking a study on **“Assessing employees’ motivation on performance within the Ghana Civil Service - a case study of Ashanti Regional Co-ordinating Council (RCC)”**. Your responses to this study are thus valuable to the success of this project work. The information given would be treated as confidential, therefore be candid in expressing your opinions as much as possible. Your anonymity is assured no individual names are required, only aggregate data would be presented as results. Kindly fold and enclose the completed questionnaire in the attached envelope and seal it.

SECTION A- DEMOGRAPHIC INFORMATION

1. What is your age at your last birthday?..... year
2. Gender: a. Male { } b. Female { }
3. What is your position at the R. C. C.?.....
  
4. What level would you classify your position?  
a. Junior { } b. Senior { }
5. How long have you been working with the R.C.C?.....years
6. Your highest education level.  
a. Degree { } b. Diploma/HND { }  
c. Secondary { } d. Others (specify).....

SECTION B- INSTRUCTIONS: Please indicate your extent of agreement with the following statements using the following scale. Please circle (O) or tick where appropriate.

5= Strongly Agree {SA}; 4= Agree {A}; 3= Neither Agree Nor Disagree {NAND}; 2= Disagree {D}; 1= Strongly Disagree.

	MOTIVATION FACTORS: PART I - GENERAL INCENTIVES AVAILABLE AT WORKPLACE	SA	A	NAND	D	SD
1	I have opportunity to take part in decision making	5	4	3	2	1
2	I have opportunity to improve myself/competencies through training	5	4	3	2	1
3	I receive monetary reward other than my salary	5	4	3	2	1

4	I receive appropriate recognition from my office	5	4	3	2	1
5	I receive promotion immediately I am due	5	4	3	2	1
6	I am paid transport and travelling and other allowances when deserved	5	4	3	2	1
7	I have opportunity to attend workshops, seminars and conferences	5	4	3	2	1
8	I have necessary tools to effectively carry out work	5	4	3	2	1
9	I am provided with accommodation or given support to secure one	5	4	3	2	1

MOTIVATION FACTORS: PART II- <b>FORMS OF APPRECIATION</b>		SA	A	NAND	D	SD
1	I receive verbal recognition (Thank you, well done, etc) for good performance from my supervisor/boss when necessary	5	4	3	2	1
2	I am given a fair chance of winning awards	5	4	3	2	1
3	My achievements are acknowledged by my supervisor/boss	5	4	3	2	1
4	I am given monetary/material rewards as a show of appreciation for good performance by management	5	4	3	2	1
5	I receive praise (e.g. Thank you, well done, etc) from customers in appreciation for services rendered	5	4	3	2	1

MOTIVATION FACTORS: PART III - <b>BOSS-WORKER RELATIONSHIP</b>		SA	A	NAND	D	SD
1	I receive periodic supervisory/casual visits from my supervisors/boss	5	4	3	2	1
2	My performance as a staff is evaluated on scheduled periods by my supervisor/boss	5	4	3	2	1
3	I receive constructive criticism from my supervisor/boss when necessary	5	4	3	2	1
4	I have good relation with my supervisor/boss	5	4	3	2	1
5	My supervisor/boss makes his or her expectation very clear	5	4	3	2	1

MOTIVATION FACTORS: PART IV - <b>JOB SATISFACTION</b>		SA	A	NAND	D	SD
1	My friends are more interested in their job than I am	5	4	3	2	1
2	I will like to resign from this job for another with better conditions of service in the private sector	5	4	3	2	1
3	I feel enthusiastic about my work than my friends	5	4	3	2	1
4	Job security is a source of motivation to me	5	4	3	2	1

What recommendations would you make for improving civil servants / RCC staff motivation

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Thank you very much.